Family and Community Services

Living our *Vision*

Strategic Plan

New Nouveau Brunswick

106-06446/

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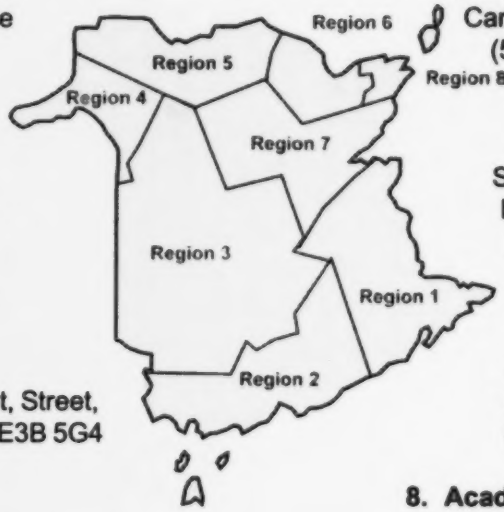

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INTRODUCTION

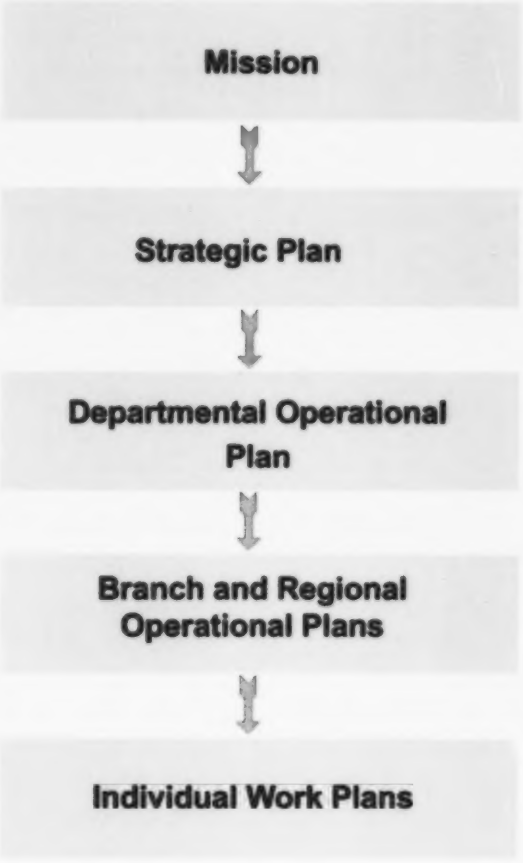
Family and Community Services cares about people. Our services are people focused and we value our employees.

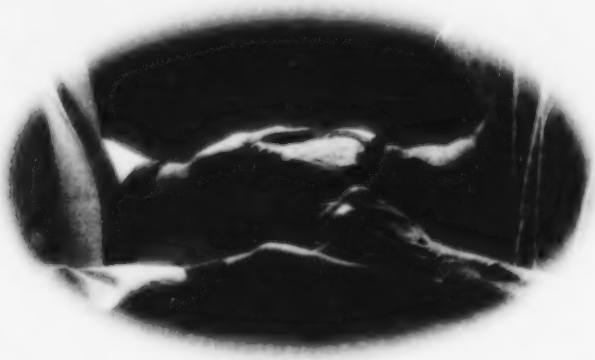
Our Strategic Plan outlines future priorities. In developing our Plan we assessed the external environment as well as our internal capacity. We developed a mission, vision and values to reflect our commitment to future priorities.

Our Mission statement identifies the overall purpose of the Department. Our core business areas are outlined in our five Key Result Areas (KRAs). For each KRA, a number of Goals have been identified to represent expected achievements.

Our Strategic Plan also identifies specific Strategies to help us accomplish each of the Goals. The Goals and Strategies do not include all of the Department's responsibilities, just those that have been determined to be priorities.

This diagram illustrates how the Strategic Plan lays the foundation for the development of our Operational Plan. The Tasks that are outlined in the Operational Plan provide details of the specific actions that will be undertaken to achieve our Goals and Strategies. The Tasks are the short-term tactical deliverables required to put the Strategies into effect.





MISSION

Self-reliance, an improved quality of life, and, protection for those who need it

VISION

Client-Focused and Integrated Service Delivery

Family and Community Services is a client-focused organization and truly cares about people and their issues. We treat individuals and families with respect, fairness and empathy. We focus on people's needs before taking action and ask: 'How is what I am about to do going to help my clients?'.

We encourage and support individuals and families in their efforts to become more self-reliant. However, some clients may not be able to achieve total independence. We help them live safely and improve their quality of life. We build on the strengths of each client and work with them to find solutions to their issues.

We focus on the security, development and growth of the individual, the family and the community. Clients receive only the benefits and services required to meet their unique needs. Clients are not expected to 'fit' programs. Our programs and services are designed to address client needs.

Family and Community Services delivers integrated, comprehensive and individualized case management services to clients. The department has a common understanding of the case management process. Case management begins when the client first contacts the department. But not every client has a case plan. Some require access to specific services or benefits (such as a day care subsidy or housing repair loan) but do not require full case plans. Other clients have more complex circumstances and require a number of our services and a comprehensive case plan.

Case planning begins with a comprehensive assessment of client needs. Case plans build on the strengths of the people we serve and are mutually agreed upon by clients and the case management team. We employ an interdisciplinary approach to building case plans. Our clients and staff work in teams to implement case plans, but these teams may not be permanent. The lead role in implementing case plans may move among team members, depending on the needs of the client and the skills of the individual team members. Information about clients may be shared but client privacy is respected. We offer a wide range of benefits and services to meet the needs of clients.

Government is not the exclusive provider of services for our clients. Family and Community Services' staff has strong ties with community partners and other departments. Partnerships with community agencies, service providers and other departments are collaborative and co-ordinated. We recognize that communities know their own needs and want to take a more active role in decisions affecting their lives. We are leaders in supporting our communities to build capacity to help our citizens.

Service delivery is supported by state-of-the-art technology allowing for informed decision making and sharing of information on common clients. Administrative procedures and policies are consistent province-wide in all of our offices. Our programs and policies are consistent and complementary.

Caring Professional Staff

Family and Community Services is a great place to work. Our employees are leaders in their fields and are highly professional. Each employee is valued for the role they play in serving our clients. We work in a climate of trust and our managers communicate openly with employees.

Our management style is team-based, providing us with opportunities to facilitate change within the organization. The leadership of the Department is strengthened by the participation of employees, at all levels, in the decision-making process. We have the authority, responsibility and support needed to do our jobs well. The organization values team success, while recognizing individual contributions. We work with others, within our organization as well as with government, business and community partners.

We strive to solve problems creatively and to be innovative in our approach. We have confidence that our ideas are listened to. Job functions are well-defined and we are not duplicating efforts. Our skills are used to their best advantage.

VALUES

THE PEOPLE WE SERVE

- We serve our clients equitably, respectfully and in a caring way.
- We recognize and build on people's strengths.
- We value initiative and individual responsibility.
- We provide excellent service.

OUR EMPLOYEES

- We value each other and take pride in the work that we do.
- We are responsible and accountable for our work.
- We act in an ethical, honest and professional manner.
- We learn from each other and the people we serve.

HOW WE WORK

- We promote and develop effective partnerships.
- We place a high value on flexibility and teamwork.
- Our organizational structure promotes a collaborative approach to service delivery.
- We make decisions that are fair and equitable.
- We communicate in a constructive, open and supportive manner.
- We foster creativity, innovation and continuous improvement.

KEY RESULT AREAS AND GOALS

1. Self Reliance through Client-Focused Services

1.1. To reduce barriers to work and increase the long-term employability for clients.

1.2. To increase the supply and availability of affordable housing for low-income New Brunswickers.

1.3. To increase our involvement in community capacity-building initiatives.

1.4. To increase the extent to which our programs and services address clients' unique needs.

2. Prevention Services

2.1. To increase the capabilities of individuals and families to care for themselves and dependent family members.

3. Protection For Those Who Need It

3.1. To reduce neglect, abuse and violence.

3.2. To ensure the existence of safe and secure environments for families and individuals.

3.3. To increase the adoption placement of children.

4. Valued Employees

4.1. To increase the extent to which staff believes they work in a healthy, safe and respectful environment.

4.2. To increase the extent to which staff believes they work in an organization where they are supported and recognized for their contribution.

4.3. To increase open and transparent communication.

5. Managing Effectively and Efficiently through an Integrated Service Delivery Approach

5.1. To increase the decision making authority within our organization.

5.2. To increase the value we obtain from our financial resources and stay within budget.

5.3. To increase the effectiveness and efficiency of our work environment.

5.4. To implement an integrated Departmental Structure.

5.5. To increase our accountability to the clients we serve and to the citizens of New Brunswick.

KEY RESULT AREA

1. *Self-reliance through client-focused services*

Description

Government is not the sole provider of social services. Self-reliance means empowering people and providing them with skills, training and education so they can take responsibility for addressing their own needs. For most clients, self-reliance means using government services for support, but not to take care of them entirely. Helping people become more self-reliant requires government programs to provide the least intervention necessary. To achieve this result, partnerships with non-government and community agencies are essential. Accepting responsibility and acting on their own initiative helps individuals reach their full potential.

We always apply a "client-first perspective". We build on clients' strengths and they are partners in finding solutions to their issues. Clients are not expected to "fit" programs. Our programs and services are designed to address client needs. Client-focused means we treat all of our clients with respect, fairness, and empathy and provide service in a timely manner. It also means our staff must be very good at assessing and prioritizing clients' needs. This approach is used for individuals and families, as well as non-profit organizations and other community agency partners.

Goal *1.1. To reduce barriers to work and increase the long-term employability of clients.*

Strategies
- 1.1.1. Provide coordinated and supportive services to clients.
- 1.1.2. Review and revise policies which discourage clients from leaving Social Assistance.

Goal *1.2. To increase the supply and availability of affordable housing for low-income New Brunswickers.*

Strategies
- 1.2.1. Negotiate and implement an Agreement with the Federal Government to deliver the new National Housing Program.
- 1.2.2. Implement initiatives to increase the likelihood of housing clients becoming more self-reliant.

Goal *1.3. To increase our involvement in community capacity-building initiatives.*

Strategies
- 1.3.1. Develop and provide coordination for the Department's activities with respect to community development.
- 1.3.2. Promote Volunteerism.

Goal 1.4. *To increase the extent to which our programs and services address clients' unique needs.*

Strategies
- 1.4.1. Develop/strengthen partnerships by collaborating with other government departments, community agencies and service providers so that clients can access appropriate services.
- 1.4.2. Improve the quality and sustainability of the Nursing Home System.

KEY RESULT AREA

2. Prevention Services

Description

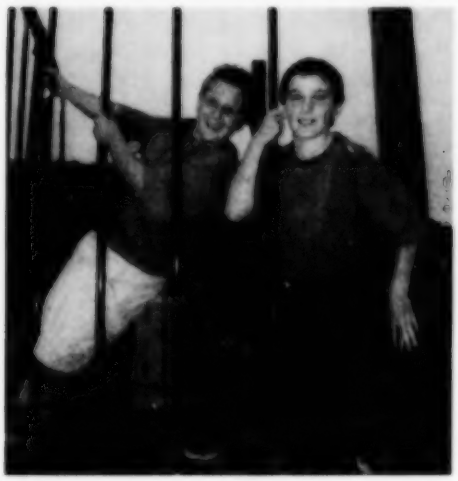
The goal of prevention services is to ensure individuals and families are given the tools needed to help them adequately carry out the key social roles involved in the care of themselves and dependents. A number of programs and initiatives have been implemented to help ensure individuals and families have the best opportunity to thrive and to be successful. Early intervention services is an example of an initiative where pre-school children with developmental delays or who are at-risk of developmental delays receive services to prevent problems that may arise at a later stage in their lives. The Department offers a wide range of services to promote healthy functioning.

Goal *2.1 To increase the capabilities of individuals and families to care for themselves and dependent family members.*

Strategies

2.1.1 Support early language and literacy development.

2.1.2 Ensure departmental programs and services aimed at improving school readiness and strengthening parenting skills are meeting clients' needs.



KEY RESULT AREA

3. Protection for those who need it

Description

Many clients, because of their social functioning, find their basic health and security are in jeopardy. In some instances, they not only jeopardize their own lives but the health and security of persons who are under their care. We provide protection by attempting to prevent these situations and providing services to persons who are abused or neglected. We have a role to play in making sure people are in safe and secure environments. We serve children, seniors, spouses, families and persons with disabilities. Our social services are available on a 24 hour basis to respond to emergency requests from clients.

Goal *3.1 To reduce neglect, abuse and violence.*

Strategies
- 3.1.1 Review and adjust our processes for the delivery of child welfare.
- 3.1.2 Review programs and services designed to address the issue of Family Violence, Child Welfare and Adult Protection.
- 3.1.3 Monitor and support the use of appropriate tools and strategies for use in Child Welfare cases.

Goal *3.2 To ensure the existence of safe and secure environments for families and individuals.*

Strategies
- 3.2.1 Develop an overarching plan for Emergency Social Services.
- 3.2.2 Define what is meant by safe and secure environment.

Goal *3.3. To increase the adoption placement of children.*

Strategies
- 3.3.1. Enhance services to Adoptive Parents.
- 3.3.2. Enhance services to Foster Parents.

KEY RESULT AREA

4. Valued Employees

Description

Every employee is valued for their role in serving our clients. We work in a climate of trust, with open communication. We recognize and reward employees for their professionalism and competency. We promote healthy living and believe in a balance between work and family. Our employees are encouraged to be innovative and are provided with opportunities to participate in the decision-making process. We assist our employees in becoming leaders in their fields, through on-going training and education. All staff is treated in a respectful manner.

Goal *4.1.* *To increase the extent to which staff believes they work in a healthy, safe and respectful environment.*

Strategies
- 4.1.1. Promote use of existing human resources programs and policies and implement new activities as required.
- 4.1.2. Ensure the establishment of active health, safety and wellness committees.
- 4.1.3. Monitor implementation of Departmental Values.
- 4.1.4. Provide sensitivity awareness training for staff.

Goal 4.2. *To increase the extent to which staff believes they work in an organization where they are supported and recognized for their contribution.*

Strategies
- 4.2.1. Support and encourage innovation and creativity in the workplace.
- 4.2.2. Implement the Performance Management System.
- 4.2.3. Promote continuous learning and development.

Goal *4.3.* *To increase open and transparent communication.*

Strategies
- 4.3.1. Circulate/communicate relevant information to staff.

KEY RESULT AREA

5. Managing Effectively and Efficiently through an Integrated Service Delivery Approach

Description

An efficient, well managed department ensures spending of financial resources and use of human resources is directed to the priority needs. We make the most effective and efficient use of available human, financial, technological and physical resources to achieve our Mission.

We encourage collaborative decision making and problem solving. We believe in making the best use of other resources, such as other government departments and community agencies. We provide a number of diverse services and look at the client in a holistic manner. We use a multi-disciplinary approach to meeting clients' needs. We provide comprehensive and individualized case management services to clients and recognize they may require a number of different services, requiring a team approach.

Goal *5.1. To increase the decision making authority within our organization.*

Strategies

5.1.1. Implement a new decision-making model within the Department.

5.1.2. Ensure that the current signing authorities and/or financial delegation are at the appropriate level.

5.1.3. Involve clients and client advocates in the decision making process.

Goal *5.2. To increase the value we obtain from our financial resources and stay within budget.*

Strategies

5.2.1. Ensure we maximize the use of financial and human resources.

5.2.2. Implement the recommendations of the budget allocation, monitoring and accountability report.

5.2.3. Develop a governance model and budget allocation principles and process for new information technology systems development.

Goal *5.3. To increase the effectiveness and efficiency of our work environment.*

Strategies

5.3.1. Implement technology "evergreening" process.
5.3.2. Develop and implement an information technology solution for housing programs and services.
5.3.3. Assess the needs and requirements with respect to the technical support at field level (Regional Offices) and at Central Office and implement appropriate supports, where feasible.
5.3.4. Develop and implement NB Families Information System.
5.3.5. Establish Departmental strategies that ensure the physical working environment is suitable to productivity.
5.3.6. Implement the Central Office Continuous Quality Improvement Initiative to ensure that work processes are effective and efficient.

Goal *5.4. To implement an integrated Departmental Structure.*

Strategies

5.4.1. Complete implementation of the Central and Regional Office structures.
5.4.2. Review and harmonize, where possible, departmental guidelines, policies, procedures and Legislation.
5.4.3. Ensure appropriate program policies and standards are in place.
5.4.4. Implement a service delivery approach that considers common clients' across all three sectors and provides services at the most appropriate level and in the least intrusive manner.

Goal 5.5. *To increase our accountability to the clients we serve and to the citizens of New Brunswick.*

Strategies

5.5.1. Implement monitoring techniques to ensure expected outcomes are being met in regards to programs and services delivered directly or purchased from a third-party under contract.